

5-6096

MAY 27 1954

MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: Request for Change in Table of Organization,
Office of Personnel

1. The attached proposal was initiated by the Office of Personnel, and classification concurrence is therefore presumed.

2. The Chief of the Budget Division has concurred orally in the increases in funds required and the Assistant Director for Personnel has stated that the proposal can be accomplished without creating budgetary problems.

3. The proposal calls for activation of the Mobilization Planning Branch within what is now designated as the Plans Research and Development Staff and concurrently changing the title of this staff to the Planning and Analysis Staff. Concurrence of the Management Staff in the functions of the proposed Mobilization Planning Branch is based upon the assumption that this Branch shall not concern itself with functions now assigned to the Management Staff. In order to accomplish the proposal, the following positions should be added:

<u>Number</u>	<u>Title</u>	<u>Grade</u>
1	Personnel Officer (Chief)	GS-14
2	Personnel Research Officer	Col or Lt Col
3	Personnel Research Officer	GS-13
4	Personnel Research Analyst	GS-12
5	Secretary-Steno	GS- 5

In order to offset the above, the following positions are to be abolished:

Departmental Recruitment Branch,		
Recruitment Assistant	GS-9	Q188.01
Clerical Recruitment Branch,		
Recruitment Assistant	GS-9	Q181.03
		Q181.04
Specialized Recruitment Branch,		
Personnel Clerk (Type)	GS-5	Q197.01

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The proposal calls for no increase in the present civilian personnel ceiling of [REDACTED] for the Office of Personnel. It does call for an increase of one in their military ceiling authorization. The Office of Personnel has stated that this position will not be filled until Fiscal Year 1955, at which time all military ceilings will be reshuffled, the total reduced, and in so doing provisions made for this additional authorization in the Office of Personnel.

4. The Office of Personnel has also requested that the position of Personnel Clerk (Typing) GS-5 be established in the Classification and Wage Division, Office of the Chief in order to cope with increased workload. To offset this, the position of Personnel Clerk (Typing) GS-5, Q316.02, Placement and Utilization Division, Placement Branch, should be abolished.

5. Your approval of the proposal as presented herein is recommended.

[Redacted Signature]

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Chief, Management Staff

ATTACHMENTS:

- Tab A - Memo dtd 6 Apr 54 to
ADD/A fr AD/P.
- Tab B - Memo dtd 20 Jan 54 to
AD/P fr C/Admin, DD/P.
- Tab C - Memo dtd 3 Apr 54 to
AD/P fr ADD/A.
- Tab D - Functional Statements
- Tab E - Memo dtd 24 May 54 to
DD/A fr AD/P.

APPROVED:

Date: 29 May 54

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[Redacted Signature]
L. K. WHITE
Deputy Director
(Administration)

DISTRIBUTION:

- Orig. & 1 - Office of Pers.
- 2 - DD/A
- 2 - Dir. of Pers.
- 1 - MS Comeback

TAB

ce-5-4121

TO : Acting Deputy Director (Administration)
THROUGH: The Comptroller
ATTN : Chief, Management Improvement Staff
SUBJECT: Establishment of Manpower Unit in the Office of Personnel

1. PROBLEM:

- a. To develop, formulate and recommend Agency policies and procedures for planning Agency manpower requirements in support of its long-range mission and its mobilization plans for national emergency.
- b. To develop a CIA reserve program to provide a reliable source of qualified manpower readily accessible for use when and as needed by the Agency.

2. ASSUMPTION:

The need for resolution of the problem in CIA has been established.

3. DISCUSSION:

- a. The problem is of a continuous nature and, therefore, requires continuous attention by a permanent organizational unit.
- b. Parts a and b of the problem are closely inter-related and should receive simultaneous attention by the same organizational unit.
- c. Through the exercise of his current functions and responsibilities, the Assistant Director for Personnel has at his disposal most of the elements which are essential to solution of the problem. Thus, the problem could best be resolved by establishing a unit under his authority to coordinate these resources and focus attention on the problem.

4. CONCLUSION:

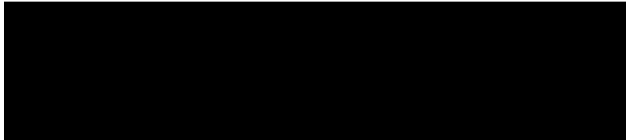
An organizational unit should be established in the Office of Personnel to give continuous attention to the problem from the point of view of the Agency as a whole. (See Tab A)

5. RECOMMENDATION:

It is recommended that the Assistant Director for Personnel be authorized the four ceiling and four T/O positions and necessary funds to establish a Manpower Branch in the Plans, Research and Development Staff.

Personnel Research Officer (Chief)	GS-14 ✓
Personnel Research Officer (Deputy Chief)	Colonel or Lt. Col.
Personnel Research Analyst	GS-12 ✓
Analytical Statistician	GS-11 ✓
Secretary (Steno)	GS-5 ✓

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Harrison G. Reynolds
Assistant Director for Personnel

ANNEX:

TAB A

ACTION BY APPROVING AUTHORITY:

APPROVED

Date:

L. K. White
Acting Deputy Director
(Administration)

TAB A

The functions of the manpower unit should be as follows:

1. Formulates and recommends Agency policies and procedures for planning manpower requirements in support of the Agency's long-range mission and of its mobilization and operation in time of national emergency.

- a. Within the framework of personnel policy objectives of the National Security Council and the Department of Defense, provide policy guidance and technical support to operating components of the Agency on personnel resources, procurement, and utilization of civilian and military personnel in time of national emergency.
- b. Reviews and evaluates phased personnel requirements for mobilization plans and national emergency plans as prepared by operating components to insure procurement feasibility and capabilities consistent with national manpower resources.
- c. Coordinates within CIA matters involving long-range manpower requirements, personnel distribution and the priorities for implementing mobilization and war plans.

2. Develops a CIA Reserve Program to provide a reliable source of qualified manpower readily accessible for use when and as needed by the Agency, including the following types of personnel:

a. Military Reservists

- (1) Officer and enlisted reservists presently or formerly on duty with CIA whom the Agency could arrange to have recalled to active military duty for service with the Agency.
- (2) Officer and enlisted reservists who have not been connected with CIA but are equipped by experience for Agency service and might be recalled to duty of less importance to the national interest if they were not earmarked for assignment to the Agency.

b. Non-Reservists

- (1) Employees or former employees of CIA who, in time of national emergency, could either be deferred for military service for Agency employment or called into military service at an appropriate rank for service with the Agency.
- (2) Persons who have never been connected with CIA whose experience, education or training would equip them for Agency service in time of national emergency. For example: a physical chemist who has reached the top of his field, a man who has made a study of high temperature lubricants for use in jet engines or a physician who is specialized in the medical effects of atomic radiation. Such persons could be deferred from military service for civilian service with the Agency or called into military service at an appropriate rank for service with the Agency.

April 8, 1954

Colonel White:

Reference: Attached proposal, dated 6 April 1954 from the Asst. Director for Personnel, with reference to the establishment of a Manpower Unit in the Office of Personnel.

1. The matter of long-range mission and emergency personnel planning is completely separable from the presently established mission of the Management Staff. Conceivably, long-range and emergency personnel planning could be incorporated into the mission of the Management Staff, however, it is the conclusion of this office that such a function properly belongs to Personnel.
2. Unless explicitly stated within the charter of such a unit that it shall not concern itself with the mission of this office, it is easy to see future crossfires and/or duplications. It is suggested that the handwritten note from Mr. Reynolds on the buckslip is insufficient.
3. It is possible to delineate in time the jurisdictional limits as between these two functions. For example, it might be said that the long-range and emergency planning unit will not deal with current manpower problems, and then define "current" as those manpower problems arising within perhaps a two-year span. Maybe this is not necessary, however.
4. Mr. Reynold's proposal to coordinate his work with this office is proper.
5. To pursue such aim as set forth by the AD/Personnel is, in our opinion, desirable. From our view, it is so recommended.

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rec'd from

8 Feb 54

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20 January 1954

MEMORANDUM FOR: Assistant Director for Personnel

SUBJECT: Civilian Personnel Reserve

REFERENCE: Memorandum for DDCI from ADD/A, undated and unsigned,
Subject: CIA Civilian Personnel Reserve, with two
attachments.

1. The desirability of a reserve of qualified personnel available to CIA for expansion requirements, particularly in case of hot war, is obvious. Examination of the feasibility of establishing such a reserve raises a whole series of complex problems which must be resolved before any actual procurement effort is undertaken.

2. The basic key problem is whether we can assure the availability for assignment to CIA, in case of major mobilization, of individuals previously cleared and designated as members of a CIA reserve. This will require prior firm agreement with the Defense Department. Without such agreement, or some other acceptable assurance of the availability of reserve personnel for immediate assignment to and retention by CIA, the establishment of a CIA reserve program would be a waste of time and effort.

3. Presuming the satisfactory settlement of the availability question, the next step in preparation for a reserve program would be the establishment of personnel requirements in terms of both total numbers and specific specialties. Without this step, we would have no basis for procurement. Within the Clandestine Services the personnel requirements for mobilization can only be based on joint unconventional war plans prepared in conjunction with the Joint Chiefs of Staff and the Military Field Commanders-in-Chief. We are engaged in this joint planning exercise on a world-wide basis, but will not have factual requirements established for at least another year.

4. Having established reasonably factual requirements, a further series of problems present themselves:

a. Do we have the resources to adequately handle the contacting, negotiations, record keeping and administrative processing of reserve individuals?

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b. Can we handle the security investigation load involved?

c. What means do we establish for continual vetting of reserve individuals to ensure our timely knowledge of any significant new developments involving character and/or habits of such individuals?

d. Can we provide adequate training facilities to maintain and active worthwhile and effective reserve training program?

5. I recommend that this matter be approached on a step-by-step basis along the lines indicated above, and that we do not get into the actual contacting of persons whom we might desire to include in a reserve group until all of the basic essentials have been appropriately provided. The DD/P organization will be pleased to provide all possible assistance if desired.

/s/

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Chief of Administration, DD/P

Attachments

Referenced Memorandum with 2 attachments
(Legislative Task Force Staff Study and
a Proposed Notice)

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Memo for APD from [REDACTED] dated 25 Nov. '53

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TAB

EYES ONLY

3 April 1954

MEMORANDUM FOR: Assistant Director for Personnel

SUBJECT : CIA Reserve Corps.

1. Present planning assumptions for continuity of essential functions of Government in the event of enemy attack and future threats of enemy capabilities along this line portend a very high mortality rate among staffs of Government agencies. Even with the best considered plans for emergency relocation and with the most effective implementation of such plans we may very well stand to lose an extremely high percentage of irreplaceable key personnel.

2. It is believed advisable to examine the possibilities of organizing a reserve corps of persons presently outside of the Agency, of such caliber and background as to fit them for assuming key positions to supplement the surviving staff of this Agency in time of such great emergency.

3. It is suggested that a reservoir of such personnel lies in the group of men living today in various parts of the country who have at some time in the past occupied positions of responsibility in this Agency but who have left under amicable and honorable circumstances to return to private business. In addition to these men, there are consultants who have worked in the past, or are working at present, on matters of importance for this Agency.

4. It is my understanding that the Assistant Director for Personnel is prepared to accept the responsibility for this planning and that, in fact, a study is already under way.

5. In view of the responsibility of the Deputy Director (Administration) for over-all emergency planning, this office would like to be of any assistance that it can. Mr. [REDACTED]

[REDACTED] will be glad to consult with you at any time.

L. K. WHITE

Acting Deputy Director
(Administration)

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Security Information

ER 4-8348

- 2 NOV 1953

MEMORANDUM FOR: Acting Deputy Director (Administration)

SUBJECT: Revised T/O - Personnel Office

1. PROBLEM. To establish minimum staffing requirements consistent with the effective performance of the functions and responsibilities of the Personnel Office.

2. ASSUMPTIONS.

a. That the Agency strength (exclusive of project and contract personnel) will stabilize at between [REDACTED] during FY 1954 and FY 1955.

b. That Agency staffing will require approximately [REDACTED] security initiations per month, this in-part to compensate for losses due to resignations, security disapprovals, unsatisfactory performance, and other causes.

c. That a small portion of recruitment effort will continue to be expended in deep cover recruitment, which cannot be given recognition in production reports nor computed against regular T/O and on-duty Agency staff requirements.

d. That the personnel staffs and other administrative functions now performed in various operating offices will continue to be reduced as personnel limitations are felt throughout the Agency, with the result that the workload of the Personnel Office will be increased.

3. FACTS BEARING ON THE PROBLEM.

a. The Personnel Office of the CIA is required to perform many tasks generally performed by the U. S. Civil Service Commission for other Federal agencies, and other tasks which are unique to this organization.

b. The functions and responsibilities of the Personnel Office are not lessened qualitatively by the imposition of reduced on-duty ceilings. Rather, the greater emphasis on a high degree of selectivity enlarges the recruitment and placement responsibilities.

c. Higher initial selectivity does not detract from the need for a positive program of improved personnel management in the Agency through such techniques as placement follow-up, performance evaluation, career development, etc.

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f. The revised budget estimate for FY 1953 provided for a T/O of [REDACTED] for the Personnel Office. That estimate was made under different assumptions than exist at this time. For that reason, it is believed that for FY 1954 a T/O of [REDACTED] will provide the Personnel Office with the means for furnishing the Agency an acceptable personnel management program. In arriving at the figure of [REDACTED], the on-duty strength of 31 July 1953 was established as the Personnel Office limitation. This figure is reflected in the revised FY 1954 budget and in the FY 1955 budget. While the Personnel Office has received certain passenger movement functions from the Logistics Office involving nine positions, we have absorbed the positions within the [REDACTED] T/O and consequently will not require transfer of spaces and funds to us from the Logistics Office.

4. DISCUSSION. As a matter of history, it can be noted that the personnel program of CIA, until fairly recently, has been necessarily concerned primarily with the gigantic task of recruiting personnel to meet constantly increasing requirements. The need for simultaneously building a well-rounded and positive program of personnel management, which would assist materially in maintaining a productive working force has been recognized. Considerable progress has been made in the performance of a variety of personnel activities, including the following:

a. Initiation and administration of a program of placement follow-ups.

b. Development and installation of a qualifications standards program.

c. Development and installation of an improved coding system for identifying and evaluating qualifications and other pertinent data relating to both applicants and on-duty personnel.

d. Installation of streamlined personnel processing and record-keeping functions which has enabled us to keep fairly well abreast of an expanding workload.

e. Development of an improved statistical reporting system.

f. Providing greater professional services to operating officials on personnel matters and problems.

g. Development of classification standards appropriate to CIA.

h. Development of needed regulatory and procedural materials on personnel matters, including personnel evaluation, salary and wage administration, administration of overseas allowances and differentials, periodic step increases, separations for unsatisfactory performance, incentive awards, etc.

i. Development and installation of a pre-exit and exit interviewing program designed to salvage qualified personnel when possible and to pinpoint problem areas where unnecessary losses may be occurring.

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25X9A2 5. CONCLUSIONS: Based upon a stabilized Agency strength of between
25X9A2 [REDACTED] regular staff employees (exclusive of project and contract personnel),
25X9A2 with a recruitment workload limited largely to replacement of attrition losses,
a T/O of [REDACTED] would appear to be adequate for the time being.

25X9A2 6. ACTION RECOMMENDED: It is recommended that approval be given for a
Personnel Office T/O of [REDACTED] Division and Staff breakdowns are attached.

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[REDACTED]
Acting Personnel Director

Attachments:

Tab A - Organizational chart

Tab B - Organizational breakdown

ACTION BY APPROVING AUTHORITY:

Date:

19 Nov. 53

Approved, Exceptions (if any)

25X1A

[REDACTED]
L. K. White
Acting Deputy Director
(Administration)

Security Information

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PLANS, RESEARCH AND DEVELOPMENT STAFF

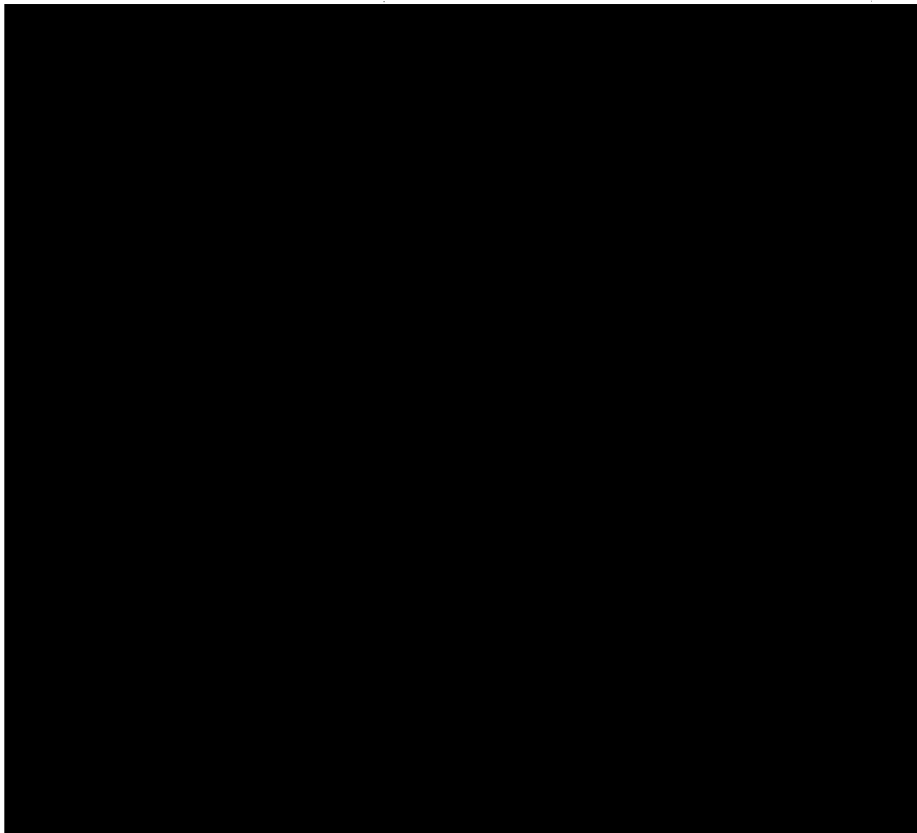
Current Functional Statement
and
Table of Organization

Functional Statement

Responsible for providing staff support and advice to the Assistant Director (Personnel) and other Agency officials on all phases of personnel management including the CIA Career Service Program; formulates recommendations of personnel policies, regulations and standards; develops and coordinates legislative, budgetary, procedural and reporting requirements; surveys, reviews and reports on all phases of the personnel program; performs secretariat and certain administrative services for the CIA Career Service Board and its Panels and Special Boards and certain administrative services for component Career Service Boards; plans and conducts research on Agency personnel management problems; plans, develops and conducts procedures and special management projects; maintains statistical records and prepares statistical reports as required; performs miscellaneous operating or administrative tasks as designated by the Personnel Director.

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Table of Organization



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FUNCTIONAL STATEMENT

OFFICE OF THE CHIEF

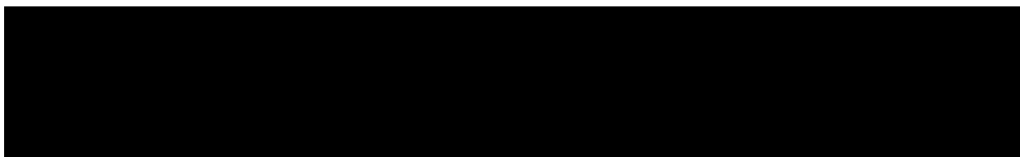
Planning and Analysis Staff

Responsible for planning and directing the development and coordination of recommendations concerning Agency personnel policy, program objectives, standards and procedures, including the development of appropriate regulatory issuances; the development and coordination of recommendations concerning policies and procedures on manpower requirements in support of the Agency's long-range mission and of its mobilization and operations in time of national emergency; the development of an Agency personnel reserve program; the preparation, analysis and presentation of comprehensive personnel statistical reports; and the continuous review of the current effectiveness of personnel programs and activities in headquarters and in the field.

PROPOSED T/O

Number	Title	Grade
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FUNCTIONAL STATEMENT

PLANS BRANCH

Responsible for the development and coordination of recommendations concerning Agency personnel policy, program objectives, standards and procedures, and for the preparation of appropriate Agency and internal Office of Personnel regulatory issuances implementing such recommendations; reviews studies, reports and other materials which involve the establishment of personnel policy or precedents or the application or interpretation of approved or pending regulations and procedures, statutory and regulatory issuances, proposed Federal personnel legislation and personnel management practices in government and industry in order to evaluate their applicability to Agency personnel objectives and activities; conducts the records management and forms control programs within the Office of Personnel; coordinates the review within the Office of Personnel of regulatory proposals initiated in other Agency components; maintains files and reference materials pertinent to the above activities.

PROPOSED T/O

Number	Title	Grade
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25X1A

FUNCTIONAL STATEMENT

MOBILIZATION PLANNING BRANCH

Responsible for the development and coordination of recommendations concerning Agency policies and procedures on manpower requirements in support of the Agency's long-range mission and of its mobilization and operations in time of national emergency; provides policy guidance and advice to operating officials on personnel resources, procurement and utilization in connection with mobilization; reviews and evaluates phased personnel requirements recommended by operating components to insure procurement feasibility and capabilities consistent with national manpower resources; and coordinates within CIA personnel matters pertaining to requirements, distribution and priorities for implementing mobilization and emergency plans.

Responsible for the development of a CIA Personnel Reserve Program which will provide a reliable source of readily accessible manpower for use when and as needed by the Agency; maintains appropriate information about military reservists and non-reservists who have special education, experience or training which could be utilized by the Agency in a military or civilian capacity in the national interest.

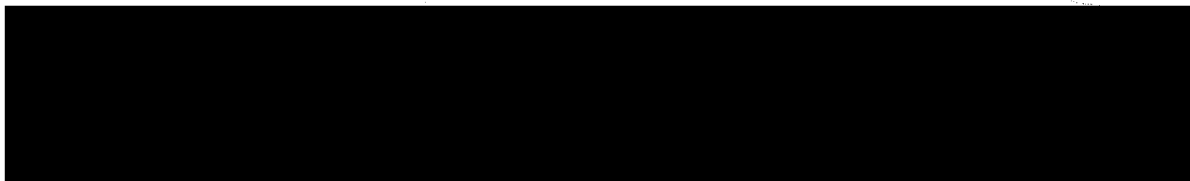
PROPOSED T/O

Number

Title

Grade

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FUNCTIONAL STATEMENT

STATISTICAL REPORTING BRANCH

Responsible for the preparation, analysis and presentation of comprehensive personnel statistical reports and data pertaining to the Agency's current T/O positions, strength, ceilings, grade distribution, separations and resignations, reassignments, turnover rates, promotions and such other personnel reports and statistical data required or requested by authorized Agency officials.

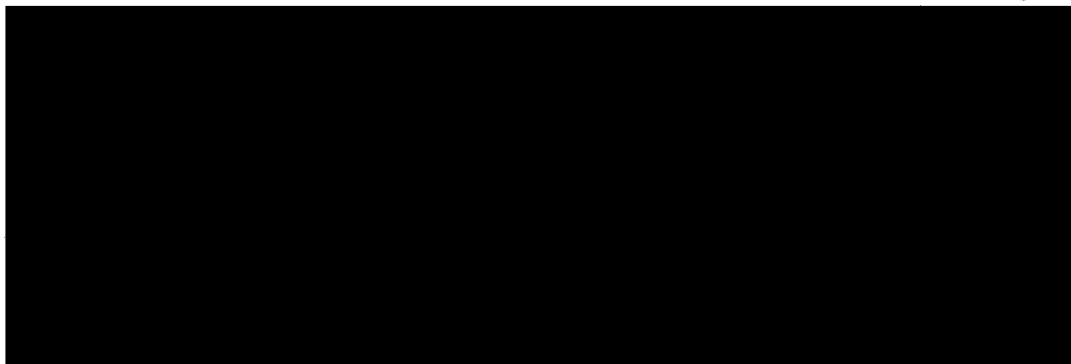
PROPOSED T/O

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Title

Grade

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FUNCTIONAL STATEMENT

ANALYSIS BRANCH

Responsible for the continuous review of the current effectiveness of personnel programs and activities in headquarters and in the field; analyzes individual personnel programs and the operations of personnel components established outside the Office of Personnel to evaluate their effectiveness and conformance to current policies and procedures; evaluates the effectiveness of personnel services to field activities; directs and coordinates the activities of teams of personnel specialists organized to review and inspect personnel programs and activities and formulates recommendations for their improvement.

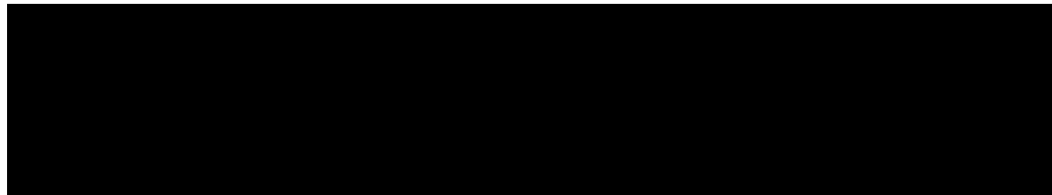
PROPOSED T/O

Number

Title

Grade

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TAB

45 163

MAY 24 1954

MEMORANDUM FOR: Deputy Director (Administration)

THROUGH : Chief, Management Staff

SUBJECT : Request for Change in Table of Organization,
Office of Personnel

REFERENCE : Staff Study from ADP to ADDA, and attachments, dated
6 April 1954, Subject: Establishment of Manpower Unit
in Office of Personnel (Tab A).

1. Reference Staff Study and attachments set forth details concerning the personnel mobilization planning responsibilities including the development of a CIA Civilian Personnel Reserve, recently assumed by this Office at the direction of the Deputy Director of Central Intelligence, and as previously outlined in my memorandum to you dated April 6.

2. To implement this program, it is considered necessary to activate the Mobilization Planning Branch within the existing Plans, Research and Development Staff of this Office, and to effect related changes in the organizational and staffing structure of this Staff. In addition, it is requested that the designation of the Staff be changed to the Planning and Analysis Staff. The current and proposed functions and organization of the Staff are outlined in Tab B hereto. To provide the four additional civilian spaces required for the Planning and Analysis Staff without increasing the Office ceiling, it is necessary that the following positions in the Personnel Procurement Division be abolished:

Departmental Recruitment Branch,		
Recruitment Assistant	GS-9	Q188.01
Clerical Recruitment Branch,		
Recruitment Assistant	GS-9	Q181.03
		Q181.04
Specialized Recruitment Branch,		
Personnel Clerk (Type)	GS-5	Q197.01

The proposal calls for authorization of one military position to provide services in connection with the mobilization planning function.

3. It is further requested that the position of Personnel Clerk (Typing) GS-5 be established in the Classification and Wage Division, Office of the Chief. The position will function as secretarial assistant to the Assistant Division Chief and will be additionally responsible for the maintenance of the master Table of Organization for the agency, the processing of Table of Organization changes and supporting approvals, and the dissemination of T/O changes and T/O reports. These services have

MAY 25 1954

been performed intermittently by clerical personnel on detail from the operating Branches of the Division, but increased work load in the Branches has made continuance of the detail impractical. To provide the required ceiling space, the position of Personnel Clerk (Typ), GS-5, Q316.02, Placement and Utilization Division, Placement Branch, will be abolished.

4. Table of Organization Changes proposed herein will not change the currently authorized civilian ceiling of this Office of [REDACTED] One military position will be added to the Table of Organization. It is anticipated that changes proposed can be accomplished without budgetary problems.

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[REDACTED]
Harrison G. Reynolds
Assistant Director for Personnel

2 Enclosures

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1. Reference Staff Study and Attachments - Tab A
2. Current and Proposed Functions and Staffing, Planning and Analysis Staff - Tab B